



DEPARTMENTAL BUSINESS PLAN AND OUTLOOK

DEPARTMENT OF PROCUREMENT MANAGEMENT

FISCAL YEARS

2004-05

&

2005-06

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REVISED

APPROVED BY:

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EXECUTIVE SUMMARY

Consistent with the County's strategic vision of *Delivering Excellence Every Day*, the Department of Procurement Management (DPM) is focused on aggressively streamlining procurement processes for the acquisition of goods and services. To date, the main objective has been to add value by streamlining processes to facilitate business interactions for internal and external "clients" and to improve the ease with which vendors and staff participating in the County's procurement process conduct business. While the Department will continue to improve on these initiatives, DPM will be taking aggressive steps to reduce the overall procurement cycle for goods and services.

Typically, DPM procures in excess of \$800 million in goods and services to support operations countywide. In FY 2004, in addition to managing existing contracts, DPM with a staff of 88 (organized as shown in Figure 1) completed in excess of 939 solicitations, an increase of 38% over the previous fiscal year. By the end of FY 2005, the number of solicitations is expected to increase by 15% over the FY 2004 levels and by an additional 16% in FY 2006. The expected volume increase does not include one-time purchases, which average 177 annually, nor does it include contract modifications that also need to be processed. In 2004, the Department processed in excess of 800 contract extensions and modifications. The overall increase in DPM workload with a current staff of 90, creates challenges to the Department with regard to managing the volume of contracts that must be processed for award in a timely manner.

Improvements in the ease of doing business with the County have focused on increasing accessibility of information to current and prospective stakeholders in general and vendors in particular. Vendor initiatives have improved vendor ease of access through self-help features on the DPM website, e-procurement initiatives and through ongoing improvements and streamlining of each business process. For the remainder of FY 2005 and through FY 2006, DPM will focus on making improvements through the following efforts:

- Aggressively eliminating and/or modifying business and administrative processes to reduce the procurement cycle time
- Pursue legislative changes to simplify process and to effectively reduce cycle time
- Continue automation efforts to improve solicitation tracking, performance reporting and boost staff productivity
- Continue efforts to support open competitiveness and to generate contract savings through competition and negotiation
- Improve and strengthen professional staff competence

The following is a brief summary of the issues that will significantly impact the Department's operations and ability to meet its goals.

DPM is already experiencing a significant increase in workload which is projected to continue to increase in FY 2006 and beyond. This growth in workload has occurred as DPM

assumes procurement functions for Miami-Dade Transit. Transit related procurement support is expected to increase markedly with the implementation and ramp up of the People's Transportation Plan. Additionally, DPM will be assuming increased responsibilities with the implementation of the Small Business Enterprise Program. Starting late this fiscal year, the Department will also have to take curative action on the more than 300 contracts affected by the federal court ruling in the Hershell Gill case related to the County's race and gender based programs.

To manage the increase in workload, there is not an issue more urgent than the dire and significant need to add additional competent staff resources. Also, in order to continue to build on recent successes and to achieve Business Plan goals, DPM's operations need to be adequately funded. Continued support from the County's General Fund and further implementation of the User Access Program (UAP) will allow DPM to accomplish the outlined goals.

In addition to the various streamlining proposals for the current and next fiscal years to reduce procurement cycle times, additional funding for technology upgrades and staffing is required to keep up with the increases in workload volume, improve department performance tracking and monitoring, improve efficiency, and to meet Board mandates.

**DEPARTMENT OF PROCUREMENT MANAGEMENT
FUNCTIONAL TABLE OF ORGANIZATION**

DIRECTOR'S OFFICE

Establishes departmental policy; establishes, reviews and modifies countywide procurement policy, procedures, and contracts; serves as a liaison between departments and vendors; determines and monitors contract compliance; responsible for agenda development, review and coordination; establishes staff competency requirements and training programs; develops and administers procurement certification training for liaisons from user departments; promotes full and open competition in the award of county contracts; reviews and assesses the use of technology including "E-Procurement" to enhance efficiency; implements policy enacted by the Board of County Commissioners and the County Manager. Directs and manages the daily operations of the Department.

FY 03-04 - 8 positions
FY 04-05 - 6 positions
FY 05-06 - 6 positions

PURCHASING DIVISION

- Conducts continuous audits to ensure compliance with established guidelines, resolutions, policies and procedures.
- Identifies organizational, policy, process, or procedural impediments to competition and recommends the appropriate corrective actions.
- Formulates terms and conditions, including price and negotiation strategies for complex and particularly sensitive acquisitions.
- Establishes guidelines and criteria for advance acquisition planning.
- Develops and monitors a specialized training program that focuses on the basics of effective negotiations.
- Reviews all requests for bid waiver and sole source acquisitions.
- Ensures that the contracts terms and conditions, price and quality are effectively negotiated.
- Develops professional and effective solicitations, and negotiates noncompetitive acquisitions as appropriate.
- Ensures that all responsible sources are given the opportunity to compete.
- Develops and promotes the appropriate acquisition strategies for goods and services sought.

**TECHNICAL
SERVICES/INFORMATION
SYSTEMS DIVISION**

- Manages DPM's internal MIS functions.
- Administers Local Area Network.
- Develops and implements e-procurement initiatives.
- Edits and maintains departmental web page.
- Manages IT Procurement Unit.
- Responsible for establishing and monitoring all IT and telecommunication contracts of the County.
- Responsible for managing countywide ADPICS operations and trainings.
- Negotiates all IT related Bid Waiver and Sole Source Acquisitions.
- Develops and processes IT related RFP's, RFQ's and RFI's.

FY 03-04 - 13 positions
(excludes 8 in-stationed)

FY 04-05 - 12 positions
(excludes 6 in-stationed)

FY 05-06 - 13 positions
(excludes 6 in-stationed)

	DPM	In-Stationed	Total
Total Staff	96	6	102
Filled Positions	90	5	95
Vacancies	6	1	7

INTRODUCTION

Purpose:

To provide professional, value-added centralized procurement of goods and services to all County departments while ensuring compliance with established guidelines and procedures.

Mission:

The Department of Procurement Management (DPM) is dedicated to the timely acquisition of goods and services purchased with an emphasis on value and customer service. Utilizing technology and sound business processes, we strive to bring the greatest value to Miami-Dade County with integrity, fairness, competition, and community inclusion.

DEPARTMENT DESCRIPTION

In this fiscal year, the Department has a budgeted staff of 88 with eight vacancies to perform its procurement functions. Additionally, there are six positions in-stationed from the Enterprise Technology Services Department for information technology support. The following describes the functions of the principal service areas.

Office of the Director

The Office directs and manages the daily operations of the Department, establishes departmental policy, develops and improves countywide procurement policies and procedures and serves as a strategic purchasing liaison between departments and vendors. Additionally, the office promotes full and open competition in the award of County contracts, implements and promotes “e-Procurement,” and implements policy enacted by the Board of County Commissioners (BCC) and the County Manager. The office is also responsible for preparing procurement related packages for placement on the BCC, Committee and Citizens’ Independent Transportation Trust (CITT) as well as the Governmental Structure Task Force agendas. Additionally, the Office of the Director develops, reviews, coordinates and establishes staff competency requirements and training programs.

Purchasing Division

This Division manages the procurement of goods and services purchased through bids and requests for proposals and encompasses all procurement actions that are not directly earmarked for information technology uses.

The Division, through the Bids and Contracts Unit manages all contracts for commodities through invitations to bid; distributes and tracks all formal bid contracts;

conducts bidder competency reviews and pre-bid conferences, and conducts audits to ensure compliance with established guidelines, resolutions, policies and procedures. The Unit also makes recommendations for small business participation measures, performs market research, conducts extensive research and develops reports for the Department Director, the County Manager, County Attorney's Office, the Board, media and the public on procurement related issues.

The RFP Unit is responsible for the development and processing of Requests For Proposals (RFP), Requests For Qualification (RFQ), and Requests For Information (RFI). The Unit also formulates terms and conditions (including price and negotiation strategies) for complex and particularly sensitive acquisitions. The Unit also ensures that contract terms and conditions, price and quality are effectively negotiated. Additionally, the Unit establishes guidelines and criteria for advance acquisition planning, and develops and monitors a specialized training program for effective contract negotiations.

In keeping with the County's policy of ensuring full and open competition, the Division includes a Competitive Acquisition Unit. This Unit identifies and recommends appropriate corrective action where organizational, policy, process, or procedural impediments to competition exist. The Unit reviews all requests for bid waiver and sole source acquisitions, performs market research to identify alternate sources of supply, and develops competitive solicitations to allow responsible vendors the opportunity to compete.

Technical Services Division

This Division manages the Department's Management Information Systems (MIS) functions, administers the local area network and maintains the Department's website. The Division also develops and implements e-Procurement initiatives, manages the countywide Advanced Purchasing and Inventory Control System (ADPICS) operations and training. The Division also manages the procurement of all IT related goods and services, establishes and monitors countywide IT hardware, software, telecommunications and consulting contracts and negotiates all IT related bid waiver and sole source acquisitions.

Administrative and Fiscal Division

The Administrative and Fiscal Division prepares the Division and Department annual budgets, prepares quarterly expenditure and revenue reports, and manages the Department's fiscal accounting. Additionally, the Division monitors contracts used by the Department, monitors performance measures, manages Department related recruiting and training, prepares personnel actions and provides guidance on employee performance evaluations. The Division also administers the County's User Access Program (including billing and revenue collection), collection of other fees and charges, manages vendor services, and supervises bid openings. In addition to

advertising bid, RFP and Architects and Engineers (A&E) solicitations, the Division also maintains insurance, bid deposits and performance bonds on behalf of departments.

History and Recent Accomplishments

The Department of Procurement Management was formed during FY 1999 - 2000. The quasi-centralized County procurement function was previously one of nine divisions within the General Services Administration Department. Since its inception, the Department has transformed procurement into a professional organization and has grown into a nationally recognized organization. The Department is considered one of the top purchasing organizations in the nation, and is known for promoting open competition, best value procurement, implementation of best practices and the quality and pricing of the goods and services acquired. The Department has made significant efforts to accomplish its mission of adding value to customers for the benefit of the Miami-Dade County community. Some recent DPM accomplishments are described below.

Fostering Increased Competition:

In its efforts to foster increased competition, DPM aggressively targeted a reduction in the number of non-competitive solicitations by:

- Competing 67% of contracts previously designated as noncompetitive, thus exceeding the initial target of 25%
- Implementing a "Roadmap" for user departments to utilize advance acquisition planning thereby allowing for timely "competitive quotes" for goods and services
- Fostering effective professional collaboration with user departments for successful negotiation and award of contracts while ensuring continuity of services
- Implementing a series of workshops throughout the County to identify vendor priorities, discuss DPM's performance and identify opportunities for improvement

Reduced Procurement Cycle:

In an effort to reduce procurement cycle times, the Department has taken steps to streamline its internal processes. Significant progress has been made as DPM continues to focus on these efforts as illustrated in Table 1. While this represents only a portion of the overall procurement cycle and several changes are yet to be implemented, the Department has significantly reduced the average time to complete its in-house processes from FY 2003 levels by up to 52%.

Table 1

Reduction in In-House Procurement Processing Times			
Procurement Type	Average Processing Time* (Days)		% Reduction
	FY 02-03	FY 03-04	
Request for Proposals			
Valued over \$1 million (Requires Board Approval)	315	150	52%
Valued under \$1 million (Requires Manager's Approval Only)	300	150	50%
Bid/Invitations to Bid			
Valued over \$1 million (Requires Board Approval)	330	270	18%
Valued under \$1 million (Requires Manager's Approval Only)	270	135	50%

▪ **Internal processing times are measured as follows:**

For items valued over \$1 Million, time elapsed is measured from the date the solicitation is forwarded to the Department of Business Development for approval to the date that the package is forwarded to the County Manager's Office for placement on the Board agenda.

For items valued below \$1 Million, time elapsed is measured from the date the solicitation is forwarded for approval to the Department of Business Development (DBD) to the date that the award is approved under the manager's delegated authority.

DPM realized these achievements through several key initiatives. Effective May 2003, the County Manager's delegated authority was increased to \$1 million. This reduced the cycle time for solicitations valued at less than \$1 million as these solicitations no longer required Board approval. Additionally, procurement cycle times were reduced by:

1. Shortening response period for formal bids from six to three weeks (four weeks depending on complexity)
2. Shortening the bid response period for informal bids from four to two weeks (three weeks depending on complexity)
3. Posting solicitations on the Internet and participating in reverse auctions
4. Automatically extending bid opening dates two additional weeks for those solicitations where no bids are received. This avoids initiating a new procurement process
5. Eliminating the Living Wage review normally performed in the Director's Office and consolidating this process with the Manager's/Supervisor's review
6. Requiring affidavits to be included with the Invitation to Bid
7. Implementing quality assurance checklists for processing RFPs
8. Collaborating with departments to map the workflow, benchmark procurement processes and identifying opportunities for streamlining

Improved Vendor Services:

In order to improve vendor services to existing and interested vendors, a vendor-focused website was implemented. The vendor community has lauded the website for its speed, quality and the great navigational ease in obtaining online information and services. The site has been effective because it is user-friendly and offers interactive features to facilitate vendor enrollment, solicitation search, vendor e-mail notification and advance review of upcoming solicitations. The site also provides information regarding Miami-Dade County's procurement guidelines and instructions for doing business with the County.

Staff also introduced an Advance Notice to Waive Competition (ANWC) through its web services. This informs suppliers and the public that the County intends to enter into a non-competitive contract (a bid waiver or sole source) to purchase a product or service. While the County is not required to do so, it is expected that this will enhance transparency of, and confidence in, County procurement.

An Early Supplier Notification feature now provides access to drafts of planned solicitations. It is expected that this feature will encourage vendors to offer feedback on the proposed specifications, improve public access and encourage open competition; and therefore result in best value procurement results.

Increasing Value and Realizing Savings:

During FY 2003-04, staff generated savings of \$12.5 million (compared to previous County costs for the same goods or services) through aggressive price negotiations and conversion of sole source contracts to competitive solicitations. Additionally, in October 2003, the Department began implementation of the User Access Program (UAP) in each new contract and where possible, in all option to renew and contract extensions. In just over one year, the revenue from this program has significantly reduced the Department's dependence on the General Fund to support its operations. In fact, revenue from the program is projected to top \$3 million by the end of FY 2005 as a result of intensive efforts to fully implement the program.

In conjunction with the above-referenced savings and process improvements, the Department is dedicated to promoting integrity and professionalism among its staff. This is being achieved through increased staff training, coaching, professional development initiatives and intelligent recruitments. The Department's senior staff also conducts countywide Specifications Writing training for both DPM and user departments, and conducts quarterly roundtable discussions to keep staff current on new initiatives and developing trends. Each DPM staff is required to take a focused writing class this fiscal year in order to improve the quality, clarity and accuracy of work products.

Recognition and Awards

As mentioned above, the Department of Procurement Management has evolved into a professional organization recognized around the nation for its leadership and best value practices. The following is a list of awards received by the Department for its recent achievements.

a. National Purchasing Institute (NPI) 2004

This prestigious Achievement of Excellence in Procurement Award recognizes superior innovation, professionalism, e-procurement, productivity and leadership.

b. National Association of Counties (NACO) 2004

DPM received three NACO awards in 2004 for the uniqueness of its online programs, benefit to the community and procurement savings generated. These include awards for the on-line reverse auctions, website vendor service and search capabilities, and postings of contract award recommendations for contracts between \$25,000 and \$100,000 prior to the actual award. DPM is the only procurement agency to receive more than one award of the seven county governments receiving procurement related awards in 2004.

c. State of Florida IT Technology Forum 2003

In 2003, the state's IT Technology Forum recognized the DPM webpage for its innovation and excellence.

d. National Association of Counties (NACO) 2003

The 2003 award gives the highest national recognition to Miami-Dade County for its ability to modernize and streamline county government, thereby increasing service potential to its citizens.

e. National Institute of Governmental Purchasing (NIGP) 2003

In January 2003, DPM received the coveted Outstanding Agency Accreditation Achievement Award from the NIGP. The NIGP accreditation program formally recognizes excellence in public purchasing through adherence to the standards established for solid purchasing operations. The County is one of only 20 counties nationwide to be awarded this distinction.

f. Miami-Dade County Secret Shopper Program 2001 - 2003

Since the program's inception in 2001, DPM has consistently averaged exemplary results and attained high ratings. Last year, the Department received the highest rating countywide. The County's Secret Shopper Program evaluates service delivery to the public through in-person shopping, customer exit interviews and telephone shopping.

Significant Events Affecting DPM

Four significant events have had and will continue to have, a marked impact on the way the Department conducts business. They are described below.

1. **Hershell Gill Federal Court Ruling**

On August 20, 2004, the Federal District Court ruled that the County's Black, Hispanic and Women (B/H/W) Business Enterprise program could no longer be applied to any County contract. In the case, Hershell Gill Consulting Engineers, Inc. et.al., v.s. Metropolitan Dade County (Affirmation Action case-Architectural and Engineering services), Judge Adalberto Jordan ruled that the B/H/WBE programs do not meet the rigorous pre-requisites required for the application of race, ethnic or gender-conscious measures to contracting. Consequently, the County Attorney's Office directed that the County take action to reject open and pending solicitations with B/H or WBE measures immediately and cease exercise of options to renew or extensions of contracts with measures. The County convened a Goods and Services Committee comprised of various Assistant County Managers and the Chief Information Officer that reviewed the options on a case-by-case basis and approved the following two actions.

a. **Limited Competitive Solicitations**

For active contracts considered critical for continuity of County operations and contain B/H or WBE measures, staff was to issue competitive solicitations for 12 months with a 6-month option-to-renew (OTR) using the most appropriate procurement method.

Impact:

There are approximately 300 DPM contracts affected by the federal court ruling that need to be replaced within this fiscal year. This significantly increases the DPM workload. Because these contracts cannot be modified, extended or renewed, staff must immediately implement alternative procurement methods until the new Small Business Enterprise (SBE) Program is implemented. Subsequently, once the SBE is in place, DPM will also need to process these contracts through this program.

b. **Limited Contract Extensions**

For contracts without B/H/WBE measures that expire within the next 12 months, staff was directed to process extensions for 12 to 18-month periods in order to give priority to replacing contracts that contain B/H/WBE measures.

Impact:

DPM has 931 contracts without measures that will expire within the next 12 months ending November 2005. Extending these contracts concurrently will result in all of these contracts expiring at approximately the same time. With

limited resources, it will be not be possible to process all of these solicitations with the current staffing levels.

2. Increased Workload as a Result of the Proposed Small Business Enterprise Program

The Department of Business Development (DBD) is implementing a SBE Program to foster inclusion of small businesses in County Contracting. Included in this program is a "Micro Business" initiative to ensure very small businesses participate strongly in County contracts valued up to \$50,000. DPM will pay a major role in ensuring that micro businesses are included in these solicitations. Last fiscal year, over 12,000 contracts valued up to \$50,000 were awarded. DPM will continue to assess the extent of the Department's involvement in these procurements to better assess the impact on the workload.

3. Increased Procurement Cycle Where Options to Renew (OTR) Exceed the County Manager's Delegated Authority

During FY 2002-03 the County Manager's delegated authority was increased to \$1 million for competitive purchases of goods and services. The Board authorized the County Manager to advertise, award and reject bids/proposals up to the \$1 million threshold with quarterly ratified reports to the BCC. While this reduced procurement cycle time for such contracts, the Board also approved a new requirement such that where OTR actions result in the aggregate contract amount exceeding \$1 million, the Board must approve the action.

4. Purchase of the County's Enterprise Resource Planning (ERP) Package

DPM is in dire need of an integrated procurement software application that also supports e-procurement initiatives. Such an application, while helping to improve the procurement process, will also assist the Department with solicitation, vendor and contractor performance to meet the requirements dictated by the BCC. However, while the Department was poised to select a software solution, the County purchased the ERP package for countywide use. Included in this package are a series of procurement application modules that may meet the County's procurement need. Because the County already owns this application, DPM will delay the previously planned procurement system purchase and evaluate the ERP solution before purchasing any application package. In the interim, manual solutions will be developed to track sample solicitations to meet BCC mandates.

Current Innovative Programs / Initiatives

Administratively, DPM continues to implement process reform by further streamlining internal processes to speed up the ITB and RFP processes. This includes efforts to promote collaborative advanced acquisition planning in departments to reduce cycle times. Additionally, DPM continues to improve value to the County through savings generated by performing more comprehensive market research, reducing the number of non-competitive contracts, and reducing the number of contract extensions. Together, these initiatives are targeted to save in excess of \$10 million this fiscal year.

The Department continues to pursue legislative changes to assist in the procurement process reform efforts. Additionally, the Department has taken steps to streamline the County's social policy affidavit requirements and to make the comprehensive vendor affidavit valid for an extended three-year term. The Department is also actively pursuing solutions to ensure compliance with Board direction to develop solicitation tracking systems to track each step of the procurement cycle and to create a vendor performance reporting and rating system. Lastly, DPM is pursuing amendments to portions of the County Code governing determinations of vendor responsibility in the procurement process.

The Department of Procurement Management has also expanded its participation in pooled and cooperative procurement opportunities. To this end, DPM is continuing to participate in a national association of government agencies and purchasing officials (U.S. Communities) to leverage the purchasing power of government agencies throughout the country. Through these contracts, DPM is positioned to receive fees when others access the County's contracts under this program. During FY 2003-04, \$1,369 in revenue was received from the County's copier contract. DPM is also participating in several other corporative arrangements including accessing a small number of competitively established federal and state contracts. Additionally, the Department is promoting the use of county-established contracts by other agencies and municipalities throughout Miami-Dade County and Florida through the User Access Program.

New Services / Programs (FY 2004-05 and FY 2005-06)

The Department will continue to aggressively pursue implementation of purchasing process changes that may be accomplished within its authority as well as through available department resources. However, there is recognition that the overall procurement cycle takes longer than customers and other stakeholders expect. Consequently, DPM will be working with departments, the County Manager's Office and the Board to implement significant changes to the County's business processes to reduce the procurement cycle to acceptable levels. These goals will be achieved

while maintaining integrity, openness and transparency through the combination of initiatives presented below.

Since 2003, a number of legislative initiatives have been enacted to enhance and simplify the County's procurement practices. DPM will be working to continue these legislative reforms by pursuing legislative changes as follows:

- Ordinance delegating to the County Manager the authority to advertise contracts without prior commission approval. This will eliminate a minimum of 82 days representing the BCC Committee and Board approval processes, and the period for mayoral veto and BCC reconsideration periods (approved January 20, 2005 for a 12-month pilot).
- Ordinance creating the Expedited Purchasing Program (EPP), a pilot program for expedited purchasing that would allow the County to evaluate proposals without the use of the traditional selection committees in some instances and reduce the period to file a bid protest from 10 to 5 days. This pilot will allow the County to assess the effectiveness of changing the procurement process to simplify business processes and shorten cycle times while effectively ensuring open competitiveness and inclusion of small businesses (approved January 20, 2005 for a 12-month pilot).
- Legislation establishing a consistent set of criteria for determining contractor responsibility. The criteria consider the vendor's capability to perform and the vendor's record of integrity for consideration by the County in the award of future contracts (under review by the County Manager).

DPM intends to expand the e-procurement initiative through the implementation of modules for e-Quote and e-Bid Vendor response, automated tabulation and award sheets for RFP and Bid Solicitations. Additionally, the Department will pursue efforts to expand non-contract specific advertisement of solicitations.

The second major initiative is the implementation of an improved procurement management system including a Solicitation Tracking System and Vendor Database within the next 18 to 24 months. In accordance with Resolution No. 442-04 and No. 342-04, the County will evaluate alternatives for tracking steps in the procurement process and for the creation of a database of contractors' past performance. However, funding is required for this project. In response, DPM studied the feasibility of adopting existing systems used by The Aviation Department, Office of Capital Improvement and internally within DPM. It was determined that none of the existing applications was appropriate or provided an economical solution. Consequently, the County Manager approved the request for DPM to explore the business and technical feasibility of purchasing Tier's e-Procurement software solution. Following an analysis of the business features of the software, a recommendation was made to pursue the purchase. However, DPM will not purchase the package until a thorough analysis of the recently purchased County-wide Enterprise Resource Planning (ERP) computerized solution is completed.

The chosen procurement solution must provide the following as a minimum:

- **Vendor Performance Database:**
Track, report and manage vendor performance information and provide online vendor registration and profile management
- **Solicitation Tracking:**
Create business rules to track and manage all steps in the procurement process and provide management alerts
- **Submission and Quotation Management:**
Improve procurement cycle through online vendor response submission and tabulation of vendor quotes
- **Electronic Requisitioning and Vendor Purchase Order Dispatch:**
Reduce procurement cycle time while managing purchase order tracking
- **Comprehensive Contract Management:**
Provide real-time tracking and reporting including department allocations and expenditure activities
- **Solicitation Search:**
Access and search solicitation postings, addendum tracking and award information and, offer a solicitation bulletin board for online bidding and reverse auctions

Several organizations have implemented these advances and have reported encouraging results. Based on industry averages, automation has resulted in significant reductions in the mountains of paper shuffle that adds to lengthy purchasing cycles. Some organizations have reported as much as 30% savings in standardized and management processes; 20% reductions in process costs; upward of 20% saving in aggregate buying volume, and 25% to 50% savings in inventory reduction costs.

DPM's third major initiative is the continuation of the aggressive implementation of the User Access program (UAP). While the program became effective in 2003 and got off to a slow start, DPM has taken steps to implement the UAP in all eligible contracts. The UAP allows the Department to benefit from a 2% deduction on purchases using contracts established by DPM for goods and services (including new contracts and negotiated modifications and renewals of existing contracts). This will minimize dependence on the General Fund and will underwrite a significant portion of the operational costs for the Department.

ORGANIZATION AND STAFFING

Major Programs and Changes in Staffing Levels

As a result of budgetary restrictions, eight (8) positions were eliminated in FY 04-05. This reduction required the restructuring of the procurement operating divisions and Director's Office. The eliminated positions are shown in Table 2 below and are reflected by division/office in the "Staffing Levels" chart below, Table 3.

Table 2

POSITIONS ELIMINATED IN FY 04-05	
Position	Number of Positions
Division Director	2
Outreach Coordinator	1
Chief Negotiator	1
Procurement Manager	1
Sr. Procurement Contracting Officer	1
Procurement Contracting Technician	2
TOTAL	8

Table 3

STAFFING LEVELS		
Functional Unit	FY 2003-04 Budget Prior Year	FY 2004-05 Budget Current Year
Director's Office	8	6
Purchasing Division	63	*61
Technical Services Division	13	12
Administration and Fiscal Division	18	17
TOTAL	102	96

* During FY 2004-05 DPM assumed responsibility for Miami-Dade Transit (MDT) RFP solicitations. Two positions were added to the DPM Table of Organization to assume this added workload. These positions are funded by MDT.

FISCAL ENVIRONMENT

Revenues and Expenditures by Fund

Table 4

TOTAL ANNUAL BUDGET			
	PRIOR FISCAL YEAR 03-04	CURRENT FISCAL YEAR 04-05	PROJECTION AS OF 11/21/2004
REVENUES			
General Fund (DPM)	6,641,000	5,424,000	5,424,000
Capital Working Fund	118,000	125,000	125,000
User Access Program	972,749	2,400,000	2,400,000
Surcharge	78,390	50,000	50,000
Bids / RFP Solicitations	6,227	10,000	10,000
Miscellaneous Revenue	(6,131)	1,000	1,000
Carryover	75,000	-	-
Mid Year Adjustment *		0	60,000
Total	7,885,235	8,010,000	8,070,000
EXPENSES			
DPM	7,158,000	7,007,300	7,067,300
ADPICS **	575,000	1,002,700	1,002,700
Total	7,733,000	8,010,000	8,070,000

Notes:

- * Approval of 4 temporary agency employees for critical DPM operations.
- ** Capital Outlay Reserve Funding of \$325,000 offset ADPICS total expenses of \$900,000 in FY03-04.

Major Funding Sources/Major Variances

The major sources of funding for DPM are the General Fund and the UAP. However, in FY 2004-05, the General Fund Revenue was reduced from \$6,641,000 to \$5,424,000, an 18% decrease over the prior year. DPM implemented the User Access Program (UAP), described above, effective October 2003 and generated revenues totaling \$972,749 in FY 2002-03. The UAP is budgeted to realize \$2.4 million in FY 2004-05 and is a new source of revenue for supporting procurement operations in conjunction with the General Fund revenue received. However, UAP revenues will not completely replace General Fund revenues and therefore DPM will continue to rely on the General Fund in the future.

BUSINESS ENVIRONMENT

DPM provides professional, value added procurement services to all departments within Miami-Dade County. A vendor base of nearly 10,000 active vendors is maintained. Currently 90 employees administer over 1,600 separate procurement actions at any given time including processing requisitions, finalizing needs assessment with users, advertising solicitations, finalizing scopes of work, bid openings/closings and contract administration. Additionally, DPM performs all the requisite tasks to complete solicitations including review of technical responses, market research, vendor selection, negotiations and contract awards. As a result of the volume and complexity of these tasks and the lack of appropriate technology tools, more than 50% of procurement staff are currently working in excess of 50 to 60 hours per week and frequently working six days per week. Compounding the issue are three immediate business issues that must be addressed.

1. Implementation of the Small and Micro-business Program

Under this program to ensure participation of small businesses in County procurement, DPM will have an increasing role in ensuring solicitations fairly target small and micro businesses. Last fiscal year alone, there were more that 12,000 County purchases valued at up to \$50,0000 that would have been eligible for micro-business participation. DPM's participation will immediately impact its workload.

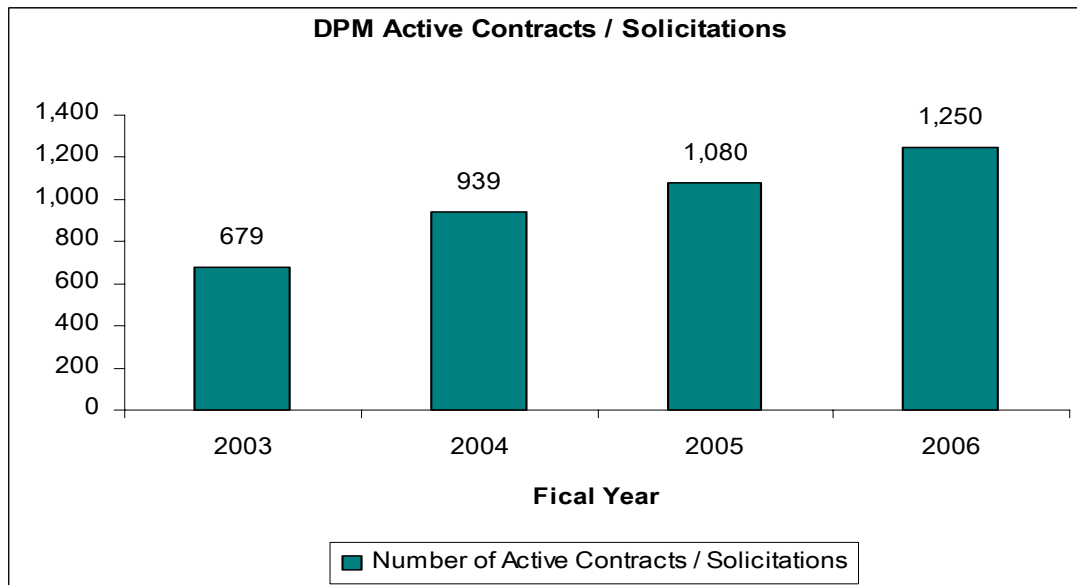
2. Increasing Workload

The procurement workload is increasing. Additionally, the impact of the Hershell Gill decision and efforts to reduce the number of sole source solicitations are expected to also impact workloads. Table 5 below shows the change in workloads by year for the Bids and Contracts, RFP and IT Units. By the end of FY 2005, DPM expects the workload to increase by 15% over the 2004 levels from 939 to 1080 solicitations. By FY 2006, DPM estimates the department will process in excess of 1,250 solicitations.

TABLE 5

DPM ACTIVE CONTRACT / SOLICITATION WORKLOAD FOR THE RFP, IT AND BIDS AND CONTRACTS UNITS (2003 - 2006)				
Fiscal Year	2003	2004	2005	2006
Number of Active Contracts / Solicitations	679	939	1,080	1,250
% Change Year to Year	-	38%	15%	16%
% Change (Over FY 2003)	-	38%	59%	84%
Note: Totals exclude one time purchases which averages 177 purchases annually. Additionally, totals exclude contract modifications that may become necessary. In 2004 alone, DPM processed 849 contract modifications.				

TABLE 6



3. **Need for new Technology Tools**

Current technology solutions are inadequate to appropriately manage the business of procurement, report as needed to the Board, and to provide adequate management information. The current systems include three separate applications that are not linked or interfaced, a combination of spreadsheets and paper files. The Board has also mandated certain tracking and reporting requirements that cannot be provided with the current systems. While the Department will be implementing a manual method of tracking sample solicitations to meet some Board tracking and reporting mandates, DPM must aggressively pursue modern technology and business process solutions. DPM must continue to pursue solutions to these workplace issues with the view to improve efficiencies and shorten procurement cycle times while reducing staff hours.

4. **Diverse Workforce**

DPM recognizes the strength of diversity in the workplace and considers this a significant factor in the success of the Department. As of October 4, 2004 the workforce was comprised of: Hispanic 51.6%, Black 28.3%, White 17.9%, and Other 2.2%.

5. **Diverse Vendor Base**

DPM supports diversity of the Miami-Dade County vendor base. DPM sponsors workshops and participates in a variety of tradeshow and events to promote diversifying and amplifying the vendor base. Also, DPM is a partner with the Department of Business Development to implement the Small Business Enterprise Program to increase contract opportunities to small businesses.

CUSTOMER FEEDBACK PLAN

In June and July 2004, DPM sponsored a series of “Face-to-Face” Vendor/Business Forums across Miami-Dade County. At these forums, DPM encourage open discussion to gain a better understanding of business interests and priorities. Approximately 8,000 vendors were invited. The primary vendor concerns were the need to simplify the procurement process, integrity and transparency of the purchasing process, and speed. Future procurement process improvements will focus on addressing these areas.

DPM is dedicated to providing exceptional customer service to County departments and vendors who do or want to do business with the County. To achieve this, DPM continually looks for ways to improve Internet access to County procurement activities, including methods for obtaining department, citizen, and vendor feedback. DPM will be revitalizing the procurement web page to highlight features about County procurement savings, upcoming procurement events, easier access to contract award information, and online suggestion/survey options. Through the use of expanded Internet capability, DPM will facilitate timely acquisition of “best value” goods and services, while maintaining integrity and broader inclusion through a streamlined and responsive procurement process. Miami-Dade County purchasing activities will be well publicized, providing easy access through on-line features to citizens, vendors, and County departments.

In efforts to build better customer relationships, DPM will be holding frequent discussions with user departments to improve service delivery. These relationships will be fostered through routine meetings, Quarterly workshops and Procurement Council meetings.

CRITICAL SUCCESS FACTORS

General Funds

All actions proposed in the Business Plan assume full funding from the General Fund for FY 2004-05 and FY 2005-06.

User Access Program (UAP) Revenue

The collection of the \$2.4 million in UAP revenue for FY 2004-05 is one of the most critical factors to the successful operations of DPM operations. If this revenue is not realized, critical vacancies cannot be filled without General Fund support. This will diminish the Department's ability to maintain operations at the current level and to address the projected increases in workload. However, the end of year UAP projection amount is \$3 million.

Funding Technology Enhancements and Deployment of e-Procurement

The ability to further improve the procurement processes and address BCC mandates for tracking and reporting vendor past performance and tracking the steps in the procurement process are critical. Critical to the process, is the need to fund the implementation of advanced technology tools as described previously in New Services/Programs.

Staffing

Full staffing levels are critical to the accomplishment of goals, strategies and tasks. The Department does not have sufficient front line procurement operations staff to effectively, timely and accurately handle the workload. The organization and its staff are severely stressed. There is no more urgent issue to address through the current budget discussions than this dire and significant need to add additional competent staff resources to manage the increased workload.

Participation of County Departments

Streamlining efforts of the procurement process will be successful with the complete cooperation of the County Departments served by DPM as well as key support of the County Manager and the County Attorney's Office. While DPM will take the lead role in trimming the procurement cycle, departments play a very significant role in the timeliness and quality of solicitations. Consequently, verbal support alone is not enough to effect change and therefore, DPM will be working closely to ensure complete collaboration of the many parties involved in the process.

FUTURE OUTLOOK

Management recognizes the value of competent and informed staff and their contributions to high quality customer service. Training and professional development are critical in strengthening competencies among procurement professionals and management. To achieve enhanced competence and strengthen skills, specific

training courses, workshops, and conferences have been selected for staff to attend during FY 2004-05. These include training in procurement ethics, technical specification writing, negotiation strategies, procurement management and computer technology.

The Department will continue to pursue technologies to streamline business processes and to improve productivity. Improvements anticipated for the remainder of FY 2004-05 and into the future include faster turn-around for the award of solicitations, selection committee process enhancements, changes in delegated authority and elimination of administrative processes that add no value.

There will be a continued and strengthened commitment to aggressively reinforce full and open competition and increasing value to customers. An increase in competition encourages "best-value" for goods and services in terms of better pricing, quality, terms and conditions. This will be accomplished through aggressive negotiations and/or competing previously awarded sole source and bid waiver contracts, and introducing innovative procurement strategies such as reverse auctions.

Educating the vendor community and user agencies is also important for maximizing full and open competition. While the Outreach Coordinator position was eliminated from the FY 04-05 budget, DPM hopes to continue to provide an adequate level of outreach efforts with the assistance of other staff. DPM will continue to provide services to enhance awareness of the vendor enrollment, registration and bidding processes. Through these efforts, it is anticipated that additional vendors will be added to the active vendor pool and a greater number of vendors will respond to solicitations. In support of this objective, DPM will conduct monthly solicitation workshops, participate in tradeshow and outreach events, and conduct industry meetings.

Additionally, services will be provided to user departments in the following areas:

- Routine meetings for collaborative Advanced Acquisition Planning, for improved market research, competitive intelligence, and to develop effective performance based contracts
- Quarterly workshops for procurement liaisons
- "Roadmaps" for County staff to provide instruction to save time and to promote uniform contract usage
- Basic Specification Writing training provided at no charge to County Departments

THE PLAN

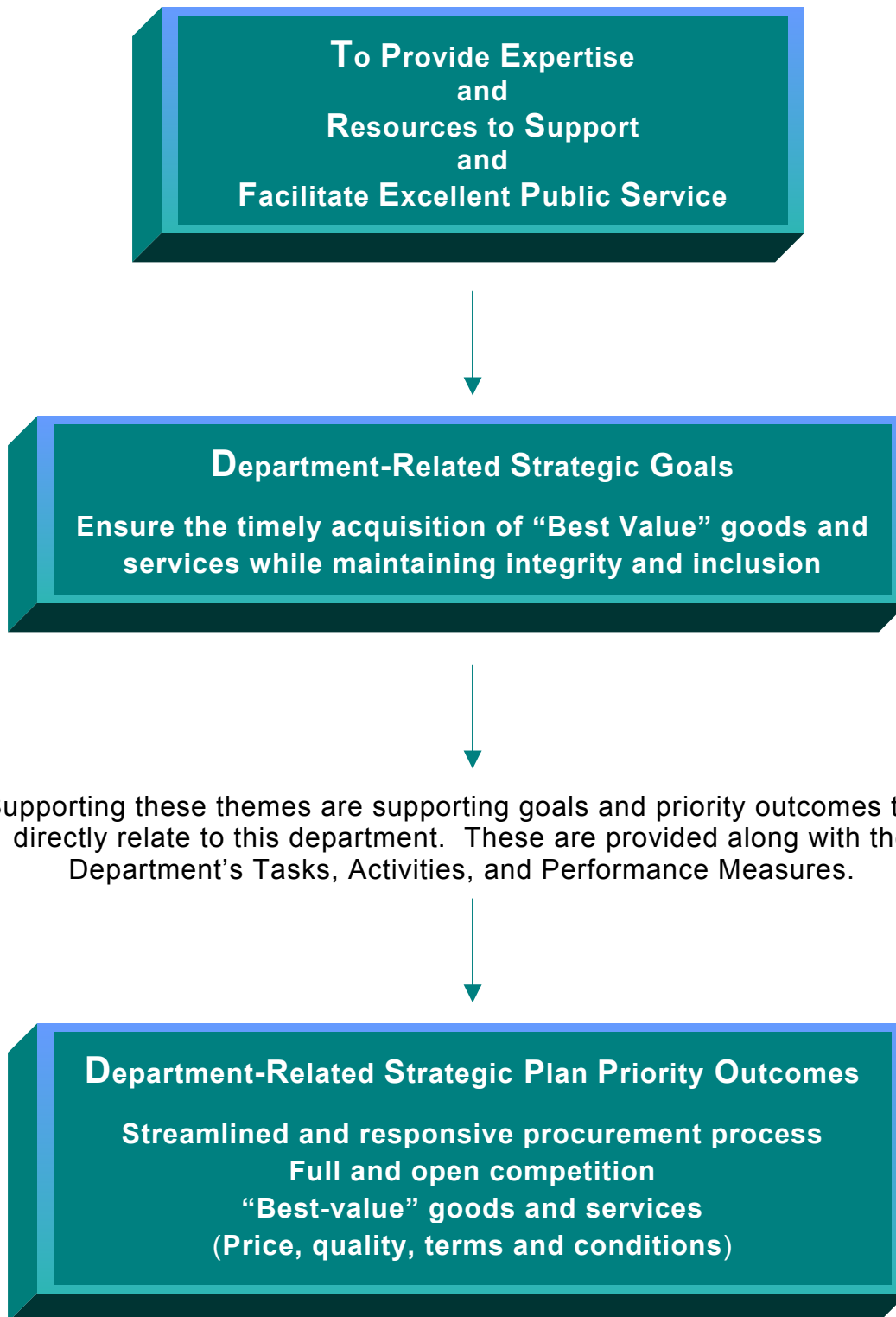
Ensure the timely acquisition of “best value” goods and services while maintaining integrity and inclusion.

Overview

Our FY 2004 - 05 Business Plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms. These terms were incorporated in the document adopted by the Board.

- Our Countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is “Delivering excellent public services to address the community's needs and enhance our quality of life”
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government
- We have developed *Goals* across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction)
- For each outcome(s), implementing strategies summarize the actions that will be taken to achieve the outcome at a broad countywide level
- Key Performance Indicators are the measures that express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objective*
- *Department Activities, Tasks or Programs* are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:



PERFORMANCE OBJECTIVES

The DPM Business Plan was developed on a single strategic goal as outlined in the County's Strategic Plan. The business objectives were developed to support the following strategic goal and the associated outcomes.

County Strategic Goal ES3: Ensure the timely acquisition of "best value" goods and services while maintaining integrity and inclusion

Desired Outcomes

- ES3-1:** Streamlined and Responsive Procurement Process
- ES3-2:** Full and Open Competition
- ES3-3:** "Best-Value" Goods and Services (Price, Quality, Terms and Conditions)

Performance objectives related to the above goal focus on six major areas for the remainder of FY 2005 and into FY 2006:

1. Reduction in the procurement cycle
2. Management of increased workload (in excess of 10% over FY-04)
3. Employee Development
4. Full and open competition by reducing the number of non-competitive contracts (bid waiver and sole source solicitations)
5. Full implementation of the UAP to maximize revenues
6. Improving Technology tools

GOAL ES3: ENSURE THE TIMELY ACQUISITION OF “BEST VALUE” GOODS AND SERVICES WHILE MAINTAINING INTEGRITY AND INCLUSION

1. PERFORMANCE MEASURE	KEY PERFORMANCE INDICATORS				OWNERSHIP
OUTCOME ES3-1 STREAMLINED AND RESPONSIVE PROCUREMENT PROCESS	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
	Percent of internal users satisfied with overall service by FY 2005-2006	N/A	75% satisfied	75% satisfied	DEPARTMENT DIRECTOR DEPUTY DIRECTOR
Percent of internal users satisfied with quality by FY 2005-2006	N/A	80% satisfied	80% satisfied	PURCHASING DIVISION DIRECTOR TECHNICAL SERVICES DIVISION DIRECTOR	
Percent of internal users satisfied with timeliness by FY 2005-2006	N/A	75% satisfied	75% satisfied		
PROGRAMS / INITIATIVES AND ASSOCIATED HIGHLIGHT:	DEPARTMENTAL PERFORMANCE INDICATORS				
REQUEST FOR PROPOSAL (RFP'S) REDUCE PROCUREMENT CYCLE USING NIGP RECOMMENDATIONS AS BENCHMARKS (FOR 70% OF SOLICITATIONS)	RFP processing time for contracts over \$1 million (in calendar days)	405	323	221	PURCHASING DIVISION DIRECTOR TECHNICAL SERVICES DIVISION DIRECTOR
ASSUMPTIONS Processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award ▪ Work orders are included in calculation of time ▪ FY 04-05 and FY 05-06 projections assume: ▪ Full staffing levels ▪ Some legislative changes are approved to shorten cycle time ▪ Full implementation of the Expedited Procurement Program ▪ Sample solicitations will be tracked for quarterly progress analysis	RFP processing time for contracts under \$1 million (in calendar days)	198	150	111	

RELATED STRATEGIES:

- Build and strengthen competencies among procurement professionals and management
- Reduce processing time and steps
- Maximize automation

GOAL ES3: ENSURE THE TIMELY ACQUISITION OF “BEST VALUE” GOODS AND SERVICES WHILE MAINTAINING INTEGRITY AND INCLUSION					
2. PERFORMANCE MEASURE	KEY PERFORMANCE INDICATORS				OWNERSHIP
OUTCOME ES3-1 STREAMLINED AND RESPONSIVE PROCUREMENT PROCESS	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
	Percent of internal users satisfied with overall service by FY 2005-2006	N/A	75% satisfied	75% satisfied	DEPARTMENT DIRECTOR
	Percent of internal users satisfied with quality by FY 2005-2006	N/A	80% satisfied	80% satisfied	DEPUTY DIRECTOR PURCHASING DIVISION DIRECTOR
Percent of internal users satisfied with timeliness by FY 2005-2006	N/A	75% satisfied	75% satisfied	TECHNICAL SERVICES DIVISION DIRECTOR	
PROGRAMS / INITIATIVES AND ASSOCIATED HIGHLIGHTS:	DEPARTMENTAL PERFORMANCE INDICATORS				
INVITATIONS TO BID (ITBs) REDUCE PROCUREMENT CYCLE USING NIGP RECOMMENDATIONS AS BENCHMARKS (FOR 70% OF SOLICITATIONS) <u>ASSUMPTIONS</u> Processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award ▪ FY 04-05 and FY 05-06 projections assume: ▪ Full staffing levels ▪ Some legislative changes are approved to shorten cycle time: ▪ Full implementation of the Expedited Procurement Program ▪ Sample solicitations will be tracked for quarterly progress analysis	Formal ITB processing time for contracts over \$1 million (in calendar days)	411	329	196	PURCHASING DIVISION DIRECTOR
	ITB processing time for contracts under \$1 million (in calendar days)	201	142	82	TECHNICAL SERVICES DIVISION DIRECTOR
RELATED STRATEGIES: ▪ Build and strengthen competencies among procurement professionals and management ▪ Reduce processing time and steps ▪ Maximize automation					

GOAL ES3: ENSURE THE TIMELY ACQUISITION OF “BEST VALUE” GOODS AND SERVICES WHILE MAINTAINING INTEGRITY AND INCLUSION					
3. PERFORMANCE MEASURE	KEY PERFORMANCE INDICATORS				OWNERSHIP
OUTCOME ES3-1 STREAMLINED AND RESPONSIVE PROCUREMENT PROCESS	DESCRIPTION	ACTUAL FY 04	PROJECTIONS		
			FY 05	FY 06	
	Percent of internal users satisfied with overall service by FY 2005-2006	N/A	75% satisfied	75% satisfied	DEPARTMENT DIRECTOR
	Percent of internal users satisfied with quality by FY 2005-2006	N/A	80% satisfied	80% satisfied	DEPUTY DIRECTOR
Percent of internal users satisfied with timeliness by FY 2005-2006	N/A	75% satisfied	75% satisfied		
PROGRAMS / INITIATIVES AND ASSOCIATED HIGHLIGHT:	DEPARTMENTAL PERFORMANCE INDICATORS				

<p><u>MANAGE CONTRACT / SOLICITATION WORKLOAD</u></p> <p>Refer to Attachment A for the summary of workload percentages by function.</p> <p>Performance indicators include active contracts only and exclude contract modifications, which totaled 849 in FY 03-04. One-time purchases which average 177 annually, are also excluded.</p> <p>Managing the procurement workload typically involves approx. 1,600 actions at any given time in completing solicitations.</p> <p>By the end of FY 2005, the number of solicitations is expected to increase by 15% over the 2004 levels and by 16% in FY 2006. This workload increase creates challenges to the department both for managing the procurement volumes and to significantly reduce procurement cycle times. Added to this workload will be additional impacts noted below that increase the volume of work.</p> <ul style="list-style-type: none"> Increased number of procurements by Departments People's Transportation Plan (PTP) General Obligation Bond (GOB) Program (in later years) Small Business Enterprise (SBE) and Micro Enterprise Programs <p>PROGRAMS / INITIATIVES AND ASSOCIATED HIGHLIGHT (CONT.):</p> <ul style="list-style-type: none"> Rework due to Hershell Gill decision 	<p>SOLICITATION WORKLOAD</p> <p>RFP UNIT (REQUESTS FOR PROPOSALS)</p> <p>BIDS & CONTRACTS UNIT (INVITATIONS TO BID)</p> <p>INFORMATION TECHNOLOGY (IT) UNIT (RFPs, ITBs, Bid WAIVER AND SOLE SOURCE CONTRACTS)</p> <p>SUBTOTAL</p>	<p>155</p> <p>573</p> <p>211</p> <p>939</p>	<p>230</p> <p>635</p> <p>215</p> <p>1,080</p>	<p>250</p> <p>760</p> <p>240</p> <p>1,250</p>	<p>PURCHASING DIVISION DIRECTOR</p> <p>TECHNICAL SERVICES DIVISION DIRECTOR</p>
<p>RELATED STRATEGIES:</p> <ul style="list-style-type: none"> Build and strengthen competencies among procurement professionals and management Reduce processing time and steps Maximize automation 					

**PERFORMANCE MEASURE 3
 DEPARTMENT OF PROCUREMENT MANAGEMENT
 SUMMARY OF SOLICITATIONS AND PERCENTAGE CHANGE**

Attachment A

RFP Unit (Requests for Proposals)

FISCAL YEAR	2003	2004	2005	2006	2006 with additional staff requested
Number of Solicitations	168	155	230	250	250
% Change ((Year to Year)	-	-8%	48%	9%	9%
% Change (Over FY 2003)	-	-8%	37%	49%	49%

Bids & Contracts Unit (Invitations to Bid)

FISCAL YEAR	2003	2004	2005	2006	2006 with additional staff requested
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Number of Solicitations	432	573	635	760	760
% Change (Year to Year)	-	33%	11%	20%	20%
% Change (Over FY 2003)	-	33%	47%	76%	76%

Information Technology (IT) Unit (RFPs, ITBs, Bid Waiver and Sole Source contracts)

Fiscal Year	2003	2004	2005	2006	2006 with additional staff requested
Number of Solicitations	79	211	215	240	240
% Change ((Year to Year)	-	167%	2%	12%	12%
% Change (Over FY 2003)	-	167%	172%	204%	204%

All Functions (RFPs, ITBs, Bid Waiver and Sole Source contracts)

Fiscal Year	2003	2004	2005	2006	2006 with additional staff requested
Number of Solicitations	679	939	1,080	1,250	1,250
% Change ((Year to Year)	-	38%	15%	16%	16%
% Change (Over FY 2003)	-	38%	59%	84%	84%

GOAL ES3: ENSURE THE TIMELY ACQUISITION OF “BEST VALUE” GOODS AND SERVICES WHILE MAINTAINING INTEGRITY AND INCLUSION

4. PERFORMANCE MEASURE	KEY PERFORMANCE INDICATORS				OWNERSHIP
OUTCOME ES3-1 STREAMLINED AND RESPONSIVE PROCUREMENT PROCESS	DESCRIPTION	ACTUAL FY 04	PROJECTIONS		
			FY 05	FY 06	
	Percent of internal users satisfied with overall service by FY 2005-2006	N/A	75% satisfied	75% satisfied	DEPARTMENT DIRECTOR DEPUTY DIRECTOR
Percent of internal users satisfied with quality by FY 2005-2006	N/A	80% satisfied	80% satisfied	TECHNICAL SERVICES DIVISION DIRECTOR	
Percent of internal users satisfied with timeliness by FY 2005-2006	N/A	75% satisfied	75% satisfied	ADMINISTRATIVE AND FISCAL DIVISION DIRECTOR PURCHASING DIVISION DIRECTOR	

PROGRAMS / INITIATIVES AND ASSOCIATED HIGHLIGHT:	DEPARTMENTAL PERFORMANCE INDICATORS				
<p>Provide training and professional development for procurement and support staff, through:</p> <ul style="list-style-type: none"> a) In-house workshops and County provided training, including Ethics, Specification Writing, Focused Workshops and Supervisory Certification. b) Outside agencies specializing in purchasing, negotiations, market research and other procurement related subjects c) Specialized training modules developed on behalf of DPM 	<p>NUMBER OF ATTENDEES PARTICIPATING IN TRAINING AND PROFESSIONAL DEVELOPMENT EVENTS</p> <p>(The number of attendees does not equal number of staff as employees may attend multiple training events)</p> <p>In-house and External Training:</p> <ul style="list-style-type: none"> ▪ Procurement Training ▪ Ethics Training ▪ IT Training ▪ Employee Relations Dept. Training ▪ Miscellaneous Training ▪ Selection Committee Member Code of Conduct and Sunshine Requirements Training <p>Specialized Training to be Developed</p> <ul style="list-style-type: none"> ▪ Business Writing and Grammar <ul style="list-style-type: none"> ▫ Develop Phase 1 Program ▫ Conduct Phase 1 Training ▫ Develop Phase 2 Program ▫ Conduct Phase 2 Training <p>Total Attendees</p>	<p>399</p>	<p>342</p>	<p>342</p>	<p>TECHNICAL SERVICES DIVISION DIRECTOR</p> <p>ADMINISTRATIVE AND FISCAL DIVISION DIRECTOR</p> <p>PURCHASING DIVISION DIRECTOR</p>
<p>RELATED STRATEGIES:</p> <ul style="list-style-type: none"> ▪ Build and strengthen competencies among procurement professionals and management ▪ Reduce processing time and steps ▪ Maximize automation 					

GOAL ES3: ENSURE THE TIMELY ACQUISITION OF “BEST VALUE GOODS AND SERVICES WHILE MAINTAINING INTEGRITY AND INCLUSION					
5. PERFORMANCE MEASURE	KEY PERFORMANCE INDICATORS				OWNERSHIP
OUTCOME ES3-1 STREAMLINED AND RESPONSIVE PROCUREMENT PROCESS	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
	Percent of internal users satisfied with overall service by FY 2005-2006	N/A	75% satisfied	75% satisfied	DEPARTMENT DIRECTOR
	Percent of internal users satisfied with quality by FY 2005-2006	N/A	80% satisfied	80% satisfied	DEPUTY DIRECTOR
Percent of internal users satisfied with timeliness by FY 2005-2006	N/A	75% satisfied	75% satisfied	TECHNICAL SERVICES DIVISION DIRECTOR	
				ADMINISTRATIVE AND FISCAL DIVISION DIRECTOR	
				PURCHASING DIVISION DIRECTOR	
	DEPARTMENTAL PERFORMANCE INDICATORS				

PROGRAMS / INITIATIVES AND ASSOCIATED HIGHLIGHT:	IMPROVE TECHNOLOGY TOOLS:				
<p>IMPROVE TECHNOLOGY TOOLS:</p> <ol style="list-style-type: none"> 1. Select an Improved technology solution to replace current purchasing system 2. Solicitation Tracking System 3. Vendor Past Performance Database 4. E-Procurement 5. MIS & Reporting 6. Procurement Management 	<p>1. Select an improved technology solution to replace curent inadequate purchasing system</p> <ol style="list-style-type: none"> a) Complete anaysis of options b) Develop implementation timeline/cost estimates c) Make recommendation to the County Manager d) Secure BCC approval of funding e) Implementation <p>In the absence of an adequate technology solution as described above, the following initiatives will be completed.</p> <p>2. Solicitation Tracking System (mandated by Resolution No. 442-04) Interim solution to track DPM time only. A full solution is only available with the technology solution described in 1 above.</p> <p>3. Vendor Past Performance Database (mandated by Resolution 342-04) Interim solution will track poor performance only. A full solution is only available with the technology solution described in 1 above.</p> <p>4. E-Procurement Automation: Implementation of Automated Solicitation Preparation Process (Award Sheets)</p> <p>5. Bid Tracking System (BTS) upgrades for vendor registration tracing and improved security and reporting</p> <p>6. ADPICS Enhancements</p> <ul style="list-style-type: none"> ▪ Commodity Code upgrade ▪ DBD certification database interface with ADPICS 	<p>Sept. 2004 (Tier option)</p> <p>Oct. 2004 (Tier option)</p>	<p>May 2005 (ERP option vs TIER)</p> <p>May 2005 (ERP option vs TIER)</p> <p>May 2005</p> <p>Sept. 2005</p> <p>July 2005</p> <p>August 2005</p> <p>November 2005</p> <p>Sept. 2005</p>	<p>Oct. 05 (Tier option) TBA (ERP option)</p> <p>Feb. 2006</p> <p>March 2006</p>	<p>TECHNICAL SERVICES DIVISION DIRECTOR</p> <p>ADMINISTRATIVE AND FISCAL DIVISION DIRECTOR</p> <p>PURCHASING DIVISION DIRECTOR</p>

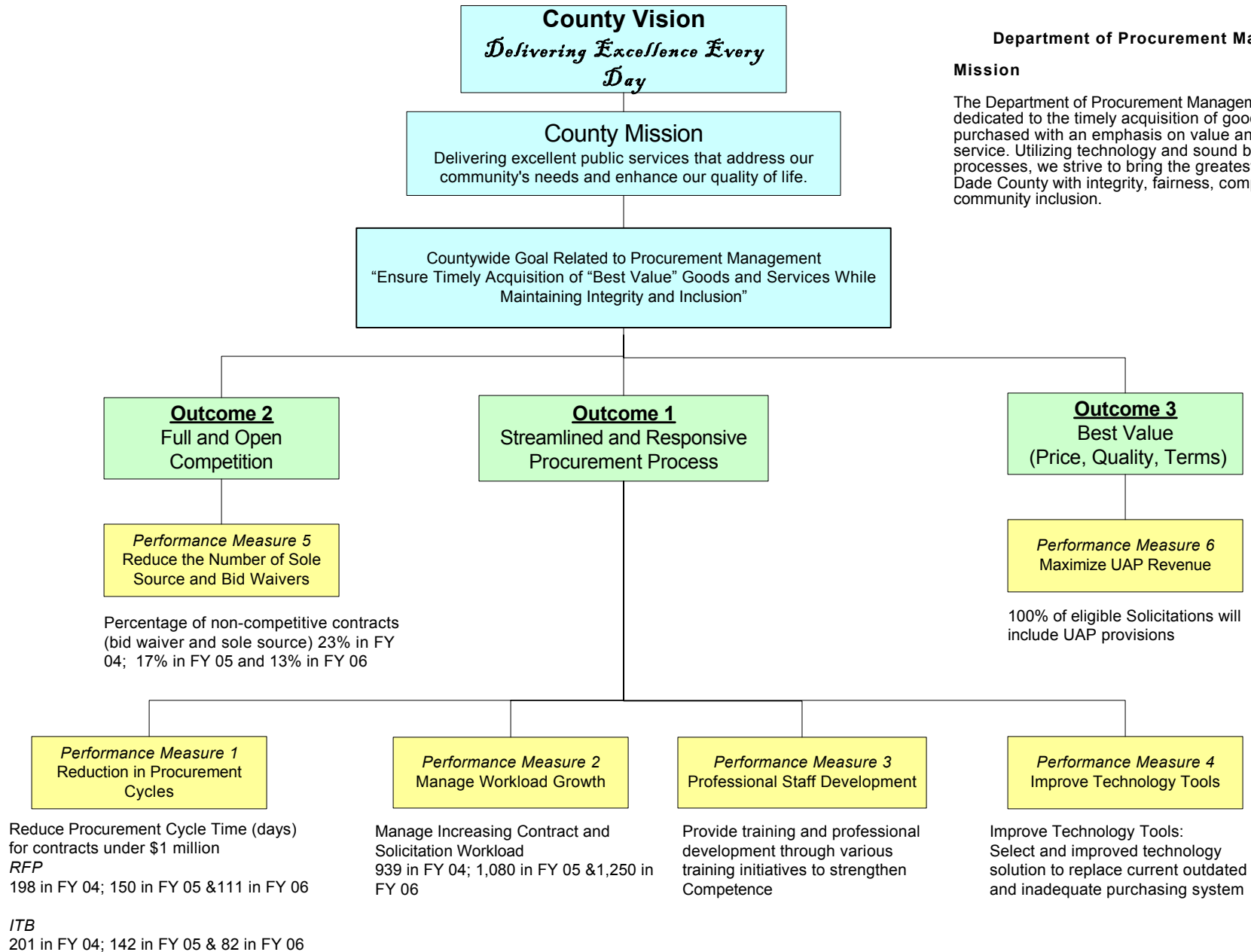
RELATED STRATEGIES: <ul style="list-style-type: none"> ▪ Build and strengthen competencies among procurement professionals and management ▪ Reduce processing time and steps ▪ Maximize automation 					

GOAL ES3: ENSURE THE TIMELY ACQUISITION OF “BEST VALUE” GOODS AND SERVICES WHILE MAINTAINING INTEGRITY AND INCLUSION					
6. PERFORMANCE MEASURE	KEY PERFORMANCE INDICATORS				OWNERSHIP
OUTCOME: ES3-2 FULL AND OPEN COMPETITION	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
		Percentage of internal users satisfied with quality by FY 2005-06.	N/A	80% satisfied	80% satisfied
PROGRAMS / INITIATIVES AND ASSOCIATED	DEPARTMENTAL PERFORMANCE INDICATORS				

<p>HIGHLIGHT:</p> <p>Reduce the number of sole source and bid waivers contracts by identifying all non-competitive actions and initiating a competition action, where feasible.</p> <p>The percentage of non competed contracts was reduced from 31% in FY 02-03 to 23% in FY 03-04, with respect to the total number of contracts.</p>	<p>Reduce the percentage of non-competitive contracts (bid waiver and sole source)</p>	<p>23%</p>	<p>17%</p>	<p>13%</p>	<p>PURCHASING DIVISION DIRECTOR</p> <p>TECHNICAL SERVICES DIVISION DIRECTOR</p>
<p>RELATED STRATEGIES:</p> <ul style="list-style-type: none"> ▪ Continue to enhance our negotiating capacities ▪ Maximize enterprise options for solicitations ▪ Maximize advance acquisition planning ▪ Maintain and strengthen communications and ongoing training regarding procurement with users and vendors 					

GOAL ES3: ENSURE THE TIMELY ACQUISITION OF “BEST VALUE GOODS AND SERVICES WHILE MAINTAINING INTEGRITY AND INCLUSION					
7. PERFORMANCE MEASURE	KEY PERFORMANCE INDICATORS				OWNERSHIP
OUTCOME ES3-3 “BEST-VALUE” GOODS AND SERVICES (PRICE, QUALITY, TERMS AND CONDITIONS)	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
	Percentage of eligible contracts where the User Access Program fee was included in the solicitation.	99.7%	100%	100%	DEPARTMENT DIRECTOR DEPUTY DIRECTOR PURCHASING DIVISION DIRECTOR TECHNICAL SERVICES DIVISION DIRECTOR
PROGRAMS / INITIATIVES AND ASSOCIATED HIGHLIGHT:	DEPARTMENTAL PERFORMANCE INDICATORS				
Maximize revenue through the inclusion of User Access Program (UAP) fees into eligible contracts The percentage of eligible contracts will only include those contracts managed by DPM. In FY 2004, \$973,000 in UAP revenue was collected. This represents 16% in higher revenue collections over mid year projection amount.	Percentage of eligible contracts where the User Access Program fee was included in the solicitation	99.7%	100%	100%	TECHNICAL SERVICES DIVISION DIRECTOR PURCHASING DIVISION DIRECTOR
RELATED STRATEGIES: <ul style="list-style-type: none">▪ Build and strengthen competencies among procurement professionals and management▪ Maximize automation▪ Continue to enhance our negotiating capacities▪ Maintain and strengthen communications and ongoing training regarding procurement with users and vendors					

2005 - 2006 DPM Business Plan Performance Objectives



Department of Procurement Management

Mission

The Department of Procurement Management (DPM) is dedicated to the timely acquisition of goods and services purchased with an emphasis on value and customer service. Utilizing technology and sound business processes, we strive to bring the greatest value to Miami-Dade County with integrity, fairness, competition, and community inclusion.

Related Tactics

- Change Management; Personal Development; Technology Training; E-Commerce
- Manage With Data and Information; Tracking; Monitoring; Surveys
- Remove artificial barriers to competition; effective negotiations and improved contract pricing